Commonwealth of Virginia Strategic Plan for Information Technology

2007 - 2011

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Strategic Plan Summary

Introduction

The Commonwealth of Virginia is continually striving to improve its competitive position in the national and global marketplace, and to provide the best environment for economic development and quality of life for citizens. Virginia's investment in information technologies plays a critical supporting role in reaching the state's business goals as well as in maintaining Virginia's position as best-managed state in the nation.

The 2007-2011 Commonwealth of Virginia Strategic Plan for Information Technology offers technology direction and guidance for state agencies and institutions, and supplies a foundation upon which to base technology investment decisions supporting Virginia's business direction, while meeting all of the Commonwealth's statutory requirements for the Plan.

This plan was also designed to be incorporated into Virginia's existing strategic planning and budgeting processes, and to be available to state agency decision makers as guidance on the direction of information technology in the Commonwealth as they prepare their strategic plans and budgets.

Approach

Between October 2005 and March 2006, Virginia citizen and business representatives, technology experts, and Virginia government and IT leaders all gave generously of their time and expertise to work with this project, by outlining and describing what matters most in moving technology forward to support the business of the Commonwealth. Via stakeholder workshops, one-on-one sessions, a two-day retreat, and weekly drafting sessions, over 150 people supplied ideas and viewpoints that contributed to this strategic plan before it was finalized and approved by the Commonwealth's Information Technology Investment Board in April 2006.

Throughout this effort, the project team worked with the Department of Planning and Budget and the Executive Director of the Council on Virginia's Future to ensure the plan fits into the Commonwealth's existing planning cycle and aligns with Virginia's eight long term objectives, as set forth by the Council in the Roadmap for Virginia's Future (see www.future.virginia.gov).

The plan will be updated annually, and thus will remain current and responsive on an ongoing basis.

The Commonwealth Strategic IT Plan

Based on input from the stakeholder workshops and meetings, and on the progress on the initiatives of the 2002-2006 Strategic Plan, the 2007-2011 Plan specifies the strategic Mission and Vision for information technology in the Commonwealth, and five strategic goals, including objectives, measurements and initiatives for each, that are intended to deliver on that Mission and Vision.

Strategic Mission

The plan's mission is a statement of purpose; the fundamental reason for a function's existence. A mission statement should be broad enough to provide overall strategic direction, yet specific enough to communicate the reason for the function's existence to those not familiar with its work.

The strategic Mission of information technology within the Commonwealth is to maximize the use of technology to enable, enhance and sustain the delivery of Commonwealth services.

Strategic Vision

The vision is a description of the ideal future state of the function. It describes the function at its best, i.e., where it intends to be in the future or where it should be to best meet the needs of stakeholders.

The strategic Vision for information technology within the Commonwealth is to be a trusted, agile partner in delivering and transforming Commonwealth services that consistently exceed customer expectations.

Strategic Goals

A goal is a broad statement of the long-term result needed to accomplish the function's mission and achieve its vision. The Commonwealth's Strategic IT Plan includes five goals. Each of these goals:

- Has been aligned to one or more of the Council on Virginia's Future (COVF) eight long-term objectives (see Table 1, below);

Table 1 – Strategic Plan Goals and Alignment to Virginia's Long Term Objectives

		1	2	3	4	5
	Commonwealth Strategic Plan for Information Technology Goals **Virginia's Long Term Objectives**	Increase accessibility to government	Facilitate IT collaboration and partnerships	Ensure a trusted and reliable technical environment	Create a reputation of performance for technology	Increase workforce productivity through the use of technology
1	Be recognized as the best-managed state in the nation.	Contributing			**Primary**	
2	Be a national leader in the preservation and enhancement of our economy.	Contributing	**Primary**	Contributing		
3	Engage and inform citizens to ensure we serve their interests.	**Primary**	**Primary**	Contributing		
4	Elevate the levels of educational preparedness and attainment of our citizens.	Contributing				**Primary**
5	Inspire and support Virginians toward healthy lives and strong and resilient families.	Contributing	Contributing	Contributing		Contributing
6	Protect, conserve and wisely develop our natural, historical and cultural resources.	Contributing	Contributing	Contributing		
7	Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.	Contributing		**Primary**		
8	Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.	Contributing	Contributing			**Primary**

- Has specific objectives which describe:
    - The results that will advance the goal;
    - How results for each objective will be measured; and
    - The initiatives for each objective that can be taken to achieve the desired results.

Goal 1 - ***Increase accessibility to government***--Allow the public to easily access any government service or information as needed.

Goal 2 - ***Facilitate IT collaboration and partnerships--*** Establish an environment that bridges organizational boundaries, promotes trust, working together and the sharing of information and technical resources.

Goal 3 - ***Ensure a trusted and reliable technical environment--*** Provide a technical environment that ensures availability, reliability, confidentiality, security and integrity. Promote user awareness and knowledge for optimum benefit from that environment.

Goal 4 - ***Create a reputation of performance for technology--*** Provide technology in a manner that is open, transparent and accountable for performance and results. Continually evaluate and improve the value equation for IT.

Goal 5 - ***Increase workforce productivity through the use of technology--*** Apply proven technologies in support of mobile computing, telework, and other initiatives that improve workforce retention and productivity.

Table 2 summarizes the objectives supporting each of these goals. The remainder of this document provides the details of the 2007-2011 Commonwealth Strategic Plan for Information Technology.

Table 2 – Commonwealth Strategic Plan for Information Technology Goals and Objectives

GOAL	OBJECTIVES
Goal 1 Increase accessibility to government	Objective 1.1 Increase electronic interaction with and to government Objective 1.2 Increase information availability and usability Objective 1.3 Foster regional partnership initiatives Objective 1.4 Increase public awareness of services available
Goal 2 Facilitate IT collaboration and partnerships	Objective 2.1 Share data easily across boundaries of government Objective 2.2 Create a knowledge sharing culture Objective 2.3 Promote IT solutions that support common business processes Objective 2.4 Promote innovative partnership programs
Goal 3 Ensure a trusted and reliable technical environment	Objective 3.1 Ensure consistent, anytime, anywhere service levels Objective 3.2 Protect the assets, credentials and privacy of Commonwealth of Virginia systems and their users Objective 3.3 Promote awareness and understanding of the roles and responsibilities of providers and users of Commonwealth systems
Goal 4 Create a reputation of performance for technology	Objective 4.1 Provide technology in an accountable, responsive, open and results oriented manner Objective 4.2 Ensure continuous improvement for technology Objective 4.3 Facilitate consistent capital funding for technology
Goal 5 Increase workforce productivity through the use of technology	Objective 5.1 Increase mobile workforce Objective 5.2 Increase teleworking workforce Objective 5.3 Increase workforce knowledge and skills in the use of technology

Plan Development

Approach

Between October and December 2005, Virginia citizen and business representatives, Virginia government and IT leaders, Council on Technology Services (COTS) members, higher education representatives, legislators and legislative staff all gave generously of their time and expertise to work with this project, by outlining and describing what matters most in moving technology forward to support the business of the Commonwealth.

Sixteen stakeholder workshops and many one-on-one sessions were conducted to collect the perspectives of stakeholders. Over 150 people supplied ideas and viewpoints that contributed to this strategic plan.

Technology experts' perspectives on leading edge technology showing promise for state government were gathered through futures presentations, a vendor/partner workshop, and reviews of reports from information technology research firms such as Gartner Group.

The project team also worked with the Department of Planning and Budget and the Executive Director of the Council on Virginia's Future throughout the project to ensure that the strategic plan fits into the Commonwealth's existing planning cycle and aligns with Virginia's eight long term objectives as set forth by the Council (see www.future.virginia.gov).

A summary of the results of those workshops and meetings is included below.

The information gathered from the above sources was analyzed and brought to a two-day retreat to create the foundation for the Commonwealth of Virginia Strategic Plan for Information Technology. The retreat was conducted January 11th and 12th, 2006, in Richmond.

The retreat team included representatives from the above stakeholder groups, as well as representation from The Council on Virginia's Future, the Department of Planning and Budget, the Secretary of Technology, the Chief Information Officer of the Commonwealth, and members of the Information Technology Investment Board (ITIB). Thirty one individuals participated over the course of the retreat.

The team drafted a mission, vision, goals, objectives, measures, and initiatives.

Subsequent to that retreat, the Strategic Planning Workgroup (a subset of the retreat team) met weekly to continue to adjust and refine the draft for additional input, including an update of the 2002-2006 Commonwealth Strategic Plan for Technology (see Appendix 2: 2002-2006 Commonwealth Strategic Plan for Technology Update) before the plan was finalized and approved by the ITIB in April 2006.

The plan will be updated annually, and thus will remain current and responsive on an ongoing basis.

Workshop & Meeting Results

The various stakeholder workshops and meetings gathered perspectives and insights regarding factors and issues participants identified as important considerations in developing a strategic IT plan for the Commonwealth. Those considerations are summarized below under the headings of External Factors, Business Trends, and Technology Trends.

External Factors

The environment in which state government operates clearly will influence its direction, goals and priorities for business and information technology. It is essential to consider the social, political and economic climate challenges facing the Commonwealth today because they will affect priorities in the uses of information technology to support the business of state government.

The following key external factors were identified most often by stakeholders as significant influences, trends or risks that may affect government in Virginia.

- Rapid change in technology, mobility, flexibility and broadband infrastructure are changing the way Virginians live and work. Citizens, the business community and state government staff all expect Virginia to provide efficient and effective services through optimal use of technology.
- Demographic trends impacting Virginia include: an aging population that will put increasing demands on senior services; cultural diversity that requires expansion of multilingual services; a growing population that is increasing its demand for services and shifting from rural to urban areas; and a continuing "digital divide" for the poor and elderly.
- Federal deficits are reducing resources available to states, even as federal requirements for states are growing.
- High energy costs and rising health care costs are reducing resources for citizens, businesses and government.
- Virginia is competing for industries and jobs in an increasingly global economy.
- Federal and state regulation and requirements for performance measurement are increasing, and reflect a trend toward greater accountability and transparency in government.
- Virginia's workforce is aging, and the Commonwealth will face significant knowledge loss in its state workforce in the upcoming years. Recruiting and retaining staff are perceived to be a challenge, and many state government managers believe it has become more difficult to attract workers to state government jobs.

Business Trends

Stakeholder workshops were held with government business leaders, citizen and business representatives to identify enterprise level business trends in the Commonwealth. This information was vital in ensuring this plan was informed by and supports Virginia's business direction. This section provides an overview of the information supplied by these stakeholders.

Virginia Citizen and Business Trends and Expectations

- Virginia citizens would like more services delivered through the Internet, in both transactional capability and information access. They would like those services delivered through a comprehensive web portal, and also want more options in subscribing to email notification services.
- Businesses are generally pleased with the progress Virginia is making in providing services electronically, but see room for improvement. They would like to see increased availability of state data in formats that can be downloaded and analyzed, and can be shared with state agencies in areas such as public safety and geospatial information.
- Businesses want state agencies to improve their capacity to share data with each other to reduce redundancy in state reporting requirements for business, and for state government to work with the federal government to address universal IDs other than social security numbers.

Virginia Government Business Trends

While each state agency creates, implements and monitors its own strategic plan, trends from these plans often cross agency and secretariat boundaries. These trends, captured through stakeholder workshops, represent shared priorities and direction in the business of state government that can potentially align with and support the eight long term objectives set forth by the Council on Virginia's Future.

- The first and most important obligation in governance is execution and compliance with legislative mandates. State government business leaders see opportunities for improving the use of information to promote and ensure compliance, and to demonstrate good stewardship and accountability in the use of public funds.
- The demand for government services is increasing, with strong emphasis placed on providing services effectively and efficiently to meet growing demands with limited resources.
- Commonwealth agencies continue to seek more effective avenues of communicating with the public. Virginia government business leaders believe that increased public awareness of government functions, services and outcomes are essential to promoting good public and private decision-making. Opportunities also exist in internal communication, within and between agencies, to strengthen collaboration and effectiveness, and to reduce redundancy of effort among agencies.
- Ensuring an effective, skilled and productive workforce remains a priority for Virginia's agencies.
- Improvement of internal controls and use of planning methods for maximizing efficiency are increasingly important in the government sector. Virginia's emerging directions in planning include focusing on core competencies and incorporating best practices from the private sector, re-engineering business processes, and evaluating government services based on performance metrics, to focus on government accountability.

Technology Trends

Virginia government and higher education IT leaders provided input on technology trends and issues in the Commonwealth, while industry experts supplied their views on leading edge technologies with potential for use in government.

Virginia Information Technology Trends

- Virginia is moving toward information technology infrastructure centralization, and government IT leaders recognize the need to expand on and improve that infrastructure throughout the Commonwealth.
- Security is a high priority. Maintaining a robust information technology security program is critical to ensure effective operation of the Commonwealth's enterprise.
- The ability to share data across agencies, and between state agencies and localities, and to provide more effective information access to the public is becoming increasingly important in all areas. Benefits range from reduced redundancy in data collection to more responsive public safety services.
- To an extent, information sharing and exchange among state agencies and between the state and localities are obstructed in the current "stove-piped" environment within the government. Where information sharing is required among and between these entities, the lack of common data vocabularies slows business processes, and creates redundancies for both agencies and citizens. Although some progress has been made, more effort is needed to detail how information sharing responsibilities and relationships will advance the goal of improved horizontal integration.
- Consolidation of technologies that provide administrative functions will allow the Commonwealth to provide more effective services, reduce redundancy, and lower costs.
- Replacement of outdated legacy systems offers opportunities not only for cost savings and improved service, but also for coordinating similar projects within and across secretariats, thereby reducing redundancy and improving information sharing and exchange.
- Geospatial technology, data management, and data mining are key applications technologies that can support Virginia government business decisions.
- Service-oriented architecture has the potential to "join up" and integrate government processes and services through interactive business components that are "reusable" across application and enterprise boundaries, and will become increasingly important in Virginia's applications technologies.
- IT leaders, business leaders, Virginia businesses and citizens all identified the need to expand service delivery through a single point of contact portal.
- Virginia is also moving toward greater accountability in IT investment, formalized risk management and documentation of results.
- The IT workforce will be undergoing profound changes in the future, as new technologies reduce the need for IT specialists. Skill sets needed in the IT workforce are changing even as some analysts are predicting skilled labor shortages due to the impending retirement of "baby boom" workers. Employers will need to find new ways to recruit and

retain workers. Training to improve skills and knowledge base, and mobility and flexibility in work locations and schedules are increasingly needed to meet employer workforce requirements.

Leading Edge Technologies

New and emerging information technology trends with implications for state governments were identified through seminars, workshops and discussions with the Commonwealth's vendors/partners, the Higher Education CIO Council, and through research from a variety of sources, most often, from the Gartner Group. The following technology areas should be evaluated as solutions for business problems across state government.

- Government service delivery trends include consolidated operational environments, wireless delivery, government facilitated broadband, single portal/public access, and GIS (geospatial information systems) based services. Web services protocols and standards used for exchanging data between applications or systems are becoming increasingly important in integrating services. These trends reflect response to the demand for increased accessibility to government services and information.
- Interoperability of systems and information exchange are vital. The demands of legislative and regulatory compliance requirements, such as Freedom of Information Act legislation, are realities forcing a risk management approach. Expectations of agencies are greater and so are constraints in funding and resources. Collaborative IT solutions can provide greater efficiencies and improved response to these requirements.
- Integrating government and facilitating business performance management are also areas of potential for Virginia government.
- Security, privacy and risk are increasingly critical but must be balanced and consistent with business goals and business priorities. Information security and identity management need to provide privacy, security, and accessibility to data with a higher granularity of access rights.
- IT management trends include increased emphasis on asset management, IT as a utility, telecommunications and integrating government. Voice/data convergence is gaining ground and may provide opportunities for cost savings in government operations.
- Service-Oriented Architecture provides interoperability, maintainability, reduced integration and testing requirements, re-use (lower cost, predictability), agility (real-time enterprise), and also enables shared services between enterprises.
- "Open source" IT products and services provide cost savings, with less up-front cost, interoperability, long-term archive, quicker time to market for software, and increased innovation. While concerns still exist over security and support, open source provides many advantages in applications technologies.

Strategic Plan Detail

Overview

Based on input from the stakeholder workshops and meetings, and on the progress on the initiatives of the 2002-2006 Strategic IT Plan, the 2007-2011 Plan specifies the strategic Mission and Vision for information technology in the Commonwealth, and five strategic goals, including objectives, measurements and initiatives for each, that are intended to deliver on that Mission and Vision.

To maintain consistency with statewide strategic planning conducted by the Council on Virginia's Future and agency level strategic planning guidance issued by the Department of Planning and Budget, the following strategic planning taxonomy was used in developing this plan:

- Strategic Mission

  The mission is a statement of a function's purpose; the fundamental reason for its existence. A mission statement should be broad enough to provide strategic direction, yet specific enough to communicate the reason for the function's existence to those not familiar with its work
- Strategic Vision

  The vision is a description of the ideal future state of the function. It describes the function at its best, i.e., where it intends to be in the future or where it should be to best meet the needs of stakeholders.
- Strategic Goals

  A goal is a broad statement of the long-term result needed to accomplish the function's mission and achieve its vision. It is typically phrased in general language, such as strengthen, serve, become, and improve. In addition to its relationship to this plan's mission and vision, each goal outlined herein is also described in terms of its alignment with the Council on Virginia's Future long-term objectives for the Commonwealth.
  - Objectives for Each Goal

    An objective is a description of the results that, when achieved, moves a function toward its stated goal.
    - Measurements for Each Objective

      A measure is a meaningful indicator used to determine performance: a criterion or value used to determine the magnitude or degree of something, a tool used by management and by members of the function to determine the effect initiatives and activities are having on the accomplishment of objectives and goals.
    - Initiatives for Each Objective

      Initiatives are actions that support the accomplishment of the strategic plan and deliver the results needed to accomplish goals and objectives. Initiatives are the methods of achieving an objective; the actions or tasks a function

intends to carry out to accomplish its objectives within a specified time frame. The initiatives in this document are intended to be accomplished during the FY 2007-2011 timeframe of this plan.

Strategic Mission

The mission of information technology within the Commonwealth is to maximize the use of technology to enable, enhance and sustain the delivery of Commonwealth services.

Strategic Vision

The vision for information technology within the Commonwealth is to be a trusted, agile partner in delivering and transforming Commonwealth services that consistently exceed customer expectations.

Strategic Goals

The five strategic goals of the 2007-2011 Strategic IT Plan for the Commonwealth are:

- Goal 1—Increase accessibility to government
- Goal 2—Facilitate IT collaboration and partnerships
- Goal 3—Ensure a trusted and reliable technical environment
- Goal 4—Create a reputation of performance for technology
- Goal 5—Increase workforce productivity through the use of technology

Details on the objectives, metrics, and initiatives for each goal are provided on the following pages.

Goal 1 - Increase accessibility to government

Goal Summary: Allow the public to easily access any government service or information as needed.

Information technology can increase accessibility to government services and information; and provide better services to and engagement of the public, while streamlining processes and containing costs. Opportunities include increasing electronic interaction with the public and across government boundaries through the modernization of infrastructure, increasing the ease with which information is exchanged and presented, and fostering regional partnerships to ensure information is appropriate, standardized and timely. Education of customers, both internal and external, on the availability of services and information will help them take advantage of technology-enabled services, as well as improve the efficiency and effectiveness of service and information delivery.

Goal Alignment: This goal supports the Council on Virginia's Future long-term objective *"Engage and inform citizens to ensure we serve their interests".*

This goal also contributes to the support of seven other COVF long-term objectives (see Table 1, page 5).

Objective 1.1 Increase electronic interaction with and to government

Providing more eligible services electronically and to a greater number of citizens through compliance with accessibility standards will increase the use of electronic services and information and advance the goal of increased accessibility to government.

Measuring Success

Measure 1.1.1 Percentage of eligible services available online

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *VITA Customer Relationship Management/Council on Technology Services*
Baseline: *72%*
Target: *90% by 2008*

Measure 1.1.2 Percent of website accessibility compliance

Measure Type: *Output*
Measure Frequency: *Semi-annual*
Data Source & Calculation: *Agency based report through VITA*
Baseline: *Will be established with statistics collected in October, 2006 and reported in November, 2006*
Target: *Anticipated to be 100% compliance in 4 years*

Initiatives for Objective 1.1

- Establish partnerships with broadband service providers and wireless providers to ensure universal access across the Commonwealth
- Create pilot programs for on-line service delivery to serve as model deployments
- Transform the Commonwealth's IT infrastructure to modernize, standardize and reduce long-term costs
- Establish in Virginia an accessibility compliance center of excellence, for greater public usability and wider public inclusion

Objective 1.2 Increase information availability and usability

Assessing customer needs and ensuring information and services are available through channels that meet those needs will help achieve the goal of increased accessibility to government.

Measuring Success

Measure 1.2.1 Customer satisfaction (internal and external)

Measure Type: *Outcome*
Measure Frequency: *Semi-annual*
Data Source & Calculation: *Survey (standard survey on all outward facing agency websites)*
Baseline: *To be established by a December 2006 survey, with results available March, 2007*
Target: *To be established when baseline is determined, anticipated to be 90%*

Measure 1.2.2 Number of push services

Measure Type: *Output*
Measure Frequency: *Semi-annual*
Data Source & Calculation: *Agency and higher education report through VITA*
Baseline: *To be established by a December 2006 survey, with results available March, 2007*
Target: *To be established when baseline is determined*

Initiatives for Objective 1.2

- Create/develop a customer satisfaction survey instrument and place this online survey on all outward facing web sites
- Expand Geographic Information System coverage to support resource management and development planning
- Advance the "single window into government"; the concept of one-stop web pages that enable a user to find the government transaction, program, service, or official that they want easily and quickly

- Establish a messaging broker program for interoperability and information synchronization across multiple applications
- Develop an information exchange standards program to provide a much-needed common basis for governmental information sharing
- Deploy enterprise applications to reduce redundancy and improve information sharing and exchange
- Develop "push" technology initiatives such as automatic alert subscription services

Objective 1.3 Foster regional partnership initiatives

Regional partnerships will increase accessibility to government through improved coordination of local and state resources.

Measuring Success

Measure 1.3.1 Number of initiatives deployed

Measure Type: *Output*
Measure Frequency: *Semi-annual*
Data Source & Calculation: *Lead state agencies report through VITA*
Baseline: *Complete annual survey of agencies on data as of July 1, 2006 by October 1, 2006*
Target: *To be established when baseline is determined*

Initiatives for Objective 1.3

- Facilitate a regional emergency services program
- Promote state, local, and higher education integrated network partnership

Objective 1.4 Increase public awareness of services available

Accessibility to government will be increased by proactively engaging the public and improving public awareness on the existence, usability and benefits of technology-enabled services and information.

Measuring Success

Measure 1.4.1 Number of initiatives deployed

Measure Type: *Output*
Measure Frequency: *Semi-annual*
Data Source & Calculation: *State agencies report through VITA*
Baseline: *Complete annual survey of agencies on data as of July 1, 2006 by October 1, 2006*
Target: *To be established when baseline is determined*

Measure 1.4.2 Public adoption of available services

Measure Type: *Outcome*
Measure Frequency: *Bi-annual*
Data Source & Calculation: *Web-based survey*
Baseline: *2005 Digital State Survey Self-Service submission average of 61%*
Target: *25% improvement over prior survey*

Initiatives for Objective 1.4

- Conduct public awareness programs, education and training to engage and inform the public on the existence, usability and benefits of electronic services and information, ensuring current and relevant information through content management

Goal 2 - Facilitate IT collaboration and partnerships

Goal Summary: Establish an environment that bridges organizational boundaries, promotes trust, working together and the sharing of information and technical resources

A culture of collaboration around information technology is key to the Commonwealth's strategic direction to improve services, reduce redundancy and further knowledge sharing and sustainable quality. This goal will focus on building such a culture by identifying collaboration and partnership opportunities, promoting sharing of data across state government and supporting research and innovation. Emphasis will be placed on identification and implementation of information technology solutions that support common business processes and encourage creative approaches that include partners from state and local government, higher education and the private sector.

Goal Alignment: This goal supports the Council on Virginia's Future long-term objectives "Be a national leader in the preservation and enhancement of our economy" and "Engage and inform citizens to ensure we serve their interests".

This goal also contributes to the support of three other COVF long-term objectives (see Table 1, page 5).

Objective 2.1 Share data easily across boundaries of government

IT collaboration and partnership will be supported through the provision of tools that enable data sharing across traditionally "siloed" governmental entities.

Measuring Success

Measure 2.1.1 Number of agencies that complete the "as is" enterprise information architecture

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *Annual agency IT strategic plan update*
Baseline: *0%*
Target: *100% by 2009*

Measure 2.1.2 Number of agencies adopting statewide data exchange standards

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *Annual agency IT strategic plan update*
Baseline: *0%*
Target: *100% by 2009*

Initiatives for Objective 2.1

- Complete the enterprise information architecture ("as is" and "to be")
- Define secure data exchange standards (common vocabulary, common values, common IDs, security) and technical architecture

Objective 2.2 Create a knowledge sharing culture

Establishing venues in which the vast information technology experience and expertise of individuals in state government agencies and institutions is shared and leveraged will facilitate IT collaboration and partnership.

Measuring Success

Measure 2.2.1 Number of professional networking opportunities

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *VITA Customer Relationship Management*
Baseline: *1 networking opportunity forum in 2005*
Target: *6 per year*

Initiatives for Objective 2.2

- Implement a shared information repository to facilitate knowledge sharing
- Develop a digital academy, where state agencies work together to build digital government applications that meet shared needs, and where courses are conducted on the fundamentals of digital government, such as e-forms and e-permits
- Establish and implement a professional networking program across state government, local government and higher education to encourage the sharing of knowledge, experience and solutions and leverage existing expertise
- Develop processes to engage state agency business leadership in IT strategic planning activities to ensure that IT is meeting business requirements

Objective 2.3 Promote IT solutions that support common business processes

As the business of state government moves toward common business processes, information technology must provide solutions that serve multi-agency business needs to facilitate organizational collaboration and partnership.

Measuring Success

Measure 2.3.1 Number of collaborative IT solutions deployed

Measure Type: *Output*
Measure Frequency: *Annual*

Data Source & Calculation: *Review of agency procurement request reports submitted to VITA and major projects dashboard*
Baseline: *109 – Based on 104 procurements, and 5 projects granted development approval*
Target: *20% increase each year*

Measure 2.3.2 Rate of adoption by candidate organizational units of enterprise solutions

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *Composite of business owner reports to VITA*
Baseline: *6 – Based on five procurements of three enterprise solutions (GIS, licensing and knowledge management, and the EA PPEA*
Target: *20% increase each year*

Initiatives for Objective 2.3

- Facilitate and promote adoption of common business processes, including a governance model for shared business processes
- Implement statewide shared administrative IT solutions to streamline and reduce costs

Objective 2.4 Promote innovative partnership programs

Government entities, higher education and the private sector have new opportunities to work together and improve flexibility and agility in delivering services and developing new technologies.

Measuring Success

Measure 2.4.1 Number of formal partnerships (private, multi-agency, local government to state government and state agency to higher education)

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *Project Management Office, agency procurement request reports*
Baseline: *2 partnerships*
Target: *50% increase each year*

Initiatives for Objective 2.4

- Develop collaborative opportunities in state government, including a mentoring program
- Create partnerships with higher education to bring applied research and development to Commonwealth of Virginia operations and the larger commercial market
- Establish a program to identify and “productize” replicable Commonwealth of Virginia services

Goal 3 - Ensure a trusted and reliable technical environment

Goal Summary: Provide a technical environment that ensures availability, reliability, confidentiality, security and integrity. Promote user awareness and knowledge for optimum benefit from that environment.

For state government to function as efficiently and effectively as possible, users of state systems must be able to trust the security and reliability of the technical environment. To ensure internal and external services are delivered in a consistent manner at the time and in the place they are requested, network availability and coverage will be monitored and expanded, and assets protected; this includes the privacy of systems, data and users. Users and providers of these services must also understand their roles and responsibilities in ensuring systems and data are used appropriately. Education both inside and outside of government will also help ensure a trusted environment, through clear articulation of roles and responsibilities.

Goal Alignment: This goal supports the Council on Virginia's Future long-term objective "Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds".

This goal also contributes to the support of three other COVF long-term objectives (see Table 1, page 5).

Objective 3.1 Ensure consistent, anytime, anywhere service levels

Information technology supports crucial functions throughout the Commonwealth. It is imperative that all users of Commonwealth systems can count on those systems to be there when needed. Ensuring consistent service levels will promote a trusted, reliable technical environment.

Measuring Success

Measure 3.1.1 Network availability statistics

Measure Type: *Output*
Measure Frequency: *Monthly*
Data Source & Calculation: *VITA Network Services*
Baseline: *99.97% data circuit uptime*
Target: *99.90%*

Measure 3.1.2 Broadband and wireless deployment

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation*: Center for Innovative Technology, announcement of broadband by zip code, overlaid with service provider data*
Baseline: *To be established in October 2006*
Target: *To be established when baseline is determined, anticipated to be 100%*

Measure 3.1.3 Online state services statistics

Measure Type: *Outcome*
Measure Frequency: *Annual*
Data Source & Calculation: *VITA Customer Relationship Management/Council on Technology Services*
Baseline: *72%*
Target: *90% by 2008*

Initiatives for Objective 3.1

- Establish partnerships with broadband service providers and wireless providers to ensure universal access across the Commonwealth
- Establish architectural and operational standards to provide a framework for all state IT operations
- Transform the Commonwealth's IT infrastructure to modernize, standardize and reduce long-term costs
- Implement the IT Infrastructure Library (ITIL) for operations to support consistent operational performance
- Enhance the Virginia portal to focus on event driven applications for less redundancy and greater ease of use

Objective 3.2 Protect the assets, credentials and privacy of Commonwealth of Virginia systems and their users

The risks of security breeches demand a robust technology security program. Security is critical to ensure the protection of the public, to ensure the effective operation of the Commonwealth's enterprise and to provide a trusted and reliable technical environment.

Measuring Success

Measure 3.2.1 Security compliance statistics (number of IT security APA audit points)

Measure Type: *Outcome*
Measure Frequency: *Annual*
Data Source & Calculation: *Statewide Single Audit Report*
Baseline: *13 security audit points*
Target: *0 security audit points*

Measure 3.2.2 Security incidents resulting in material loss

Measure Type: *Outcome*
Measure Frequency: *Annual*
Data Source & Calculation: *VITA security 2005 statistics*
Baseline: *2 incidents resulting in material loss*
Target: *0 incidents resulting in material loss*

Initiatives for Objective 3.2

- Enhance the current state security program and security standard
- Establish an Enterprise Security Operation Center

Objective 3.3 Promote awareness and understanding of the roles and responsibilities of providers and users of Commonwealth systems

Informed users that can confidently and capably employ the tools which technology provides are much more able to trust the technical environment. Along with the provision of technological tools comes a responsibility to inform and educate providers and users.

Measuring Success

Measure 3.3.1 Targeted agency management successfully completing training on effective use of IT

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *Council on Technology Services*
Baseline: *0*
Target: *Anticipated to be 100% in 4 year cycle*

Measure 3.3.2 Number of public awareness/responsible use campaigns

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *Virginia Interactive 2006 goals*
Baseline: *0*
Target: *Anticipated to be 6 public awareness campaigns in 2006*

Initiatives for Objective 3.3

- Establish public awareness campaigns to increase public awareness of online services and their responsible use
- Establish training programs on the effective use of IT and corresponding roles and responsibilities for agency decision makers and IT managers
- Enhance the existing security awareness and training program for the state workforce

Goal 4 - Create a reputation of performance for technology

Goal Summary: Provide technology in a manner that is open, transparent and accountable for performance and results. Continually evaluate and improve the value equation for IT.

IT service provision should be responsive and support the needs of the business, and the results should be measurable. Accountability for performance and results will help ensure sound investments in information technology. This goal will establish measures and initiatives that will help improve and ensure the value equation for IT. It will establish a culture of continuous improvement through the use of various industry benchmarks and customer feedback. It will facilitate the establishment of a consistent funding stream to ensure long term continuity.

Goal Alignment: This goal supports the Council on Virginia's Future long-term objective to "Be recognized as the best-managed state in the nation".

Objective 4.1 Provide technology in an accountable, responsive, open and results oriented manner

Transparency and accountability are fundamental elements of public trust. A reputation of performance will be earned through demonstration of good stewardship of public funds and documentation of results.

Measuring Success

Measure 4.1.1 Major projects on time and on budget

Measure Type: *Outcome*
Measure Frequency: *Quarterly*
Data Source & Calculation: *Virginia Results*
Baseline: *FY 05 90%*
Target: *90%*

Measure 4.1.2 Service Level Agreement adherence

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation:
Baseline: *Data gathered July 2005 through December 2006 will be used to establish baseline in January 2007*
Target: *To be established when baseline is determined*

Measure 4.1.3 External validation

Measure Type: *Outcome*
Measure Frequency: *Bi-annual*
Data Source & Calculation: *Digital State Survey (Center for Digital Government)*
Baseline: *3rd place*
Target: *1st place*

Measure 4.1.4 Independent audits and reviews (no repeat IT audit points)

Measure Type: *Outcome*
Measure Frequency: *Annual*
Data Source & Calculation: *APA Audit Reports*
Baseline: *To be developed from 2004 audit reports by April 1^{2t}, 2006*
Target: *0 repeat IT audit points*

Initiatives for Objective 4.1

- Establish and monitor IT performance measures to provide management with clear performance feedback and allow swift corrective action when needed
- Create mechanisms to ensure compliance with IT standards, policies and guidelines
- Establish programs to communicate to the public on IT projects and their performance in meeting business objectives
- Implement a feedback mechanism for all information technology initiatives
- Implement an enterprise-wide IT portfolio management system for improved management of technology investments

Objective 4.2 Ensure continuous improvement for technology

A reputation for performance in technology will also be earned through continuous improvement based on user needs and customer feedback, as well as cost evaluation.

Measuring Success

Measure 4.2.1 Customer satisfaction survey

Measure Type: *Outcome*
Measure Frequency: *Annual*
Data Source & Calculation: *Council on Technology Services/Virginia Interactive developed "post online transaction" survey*
Baseline: *To be established by first survey*
Target: *Percent increase of citizens regularly using online services, to be established when baseline is determined*

Measure 4.2.2 Industry cost benchmarks

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *Will be established through VITA partnership; metrics will develop over period from 2007 through 2011*
Baseline: *To be established as per data source and calculation*
Target: *To be established when baseline is available*

Initiatives for Objective 4.2

- Establish guidelines for the biannual evaluation of existing applications cost-value equations and making upgrade/replacement/retire decisions

- Continuously analyze the technology environment for strengths, weaknesses, opportunities and threats in the Commonwealth to increase responsiveness to change and contribute to a cycle of iterative improvement

Objective 4.3 Facilitate consistent capital funding for technology

Consistent funding will permit investment in information technology priorities to ensure continuity in support of business objectives.

Measuring Success

Measure 4.3.1 Percent of requested funding approved for RTIP projects

Measure Type: *Outcome*
Measure Frequency: *Annual*
Data Source & Calculation: *VITA Project Management Division; percentage of the Commonwealth Major IT Projects in the Approved for Planning category of the Priority Technology Investment Projects report (PTIP)*
Baseline: *21%*
Target: *30%*

Initiatives for Objective 4.3

- Collaborate with the Department of Planning and Budget and the legislature to establish technology capital improvements, planning and funding and gain-sharing incentives

Goal 5 - Increase workforce productivity through the use of technology

Goal Summary: Apply proven technologies in support of mobile computing, telework, and other initiatives that improve workforce retention and productivity.

Organizations often fall short in fully realizing the improved workforce productivity enabled by investments in technology. This goal will address this by facilitating an increase in the number of employees that are able to take advantage of mobile technology. It will look to increase the ability of the workforce to work from home (e.g. teleworking), as well as from remote work locations. For example, one way to facilitate this is by providing laptop or notebook computers to employees. Computer-based and other educational programs will be established to increase the knowledge and skills of the workforce as it relates to the use of technology/productivity tools available on most desktops such as Microsoft Office. Training has been proven to increase the use of more features of the tools, decrease the amount of time spent using co-workers for support, and increase workforce productivity.

Goal Alignment: This goal supports the Council on Virginia's Future long-term objectives "Elevate the levels of educational preparedness and attainment of our citizens" and "Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves the quality of life".

This goal also contributes to the support of one other COVF long-term objective (see Table 1, page 5).

Objective 5.1 Increase mobile workforce

Government workforce mobility provides many advantages; greater efficiency when work requirements are off-site (such as caseworker home visits or site inspections), and greater flexibility in work location.

Measuring Success

Measure 5.1.1 Percentage of staff with mobile office tools deployed

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *VITA asset inventory*
Baseline: *Asset inventory as of 7/1/06*
Target: *To be established after baseline is determined*

Initiatives for Objective 5.1

- Create an education and implementation program for a mobile workforce
- Provide direction to encourage use of mobile technology such as laptops, etc. in a manner which provides the workforce with greater flexibility and productivity

Objective 5.2 Increase teleworking workforce

Teleworking and telecommuting offer opportunities to reduce overhead and office space requirements, and decrease traffic congestion, as well as to provide flexibility to workers.

Measuring Success

Measure 5.2.1 Percentage of eligible staff telecommuting

Measure Type: *Outcome*
Measure Frequency: *Annual*
Data Source & Calculation: *Annual Report on the Status of Telecommuting in the Commonwealth, Annual Commonwealth Employment Records*
Baseline: *0.7% of Executive Branch Agency employees*
Target: *To be established based on Secretary of Administration guidelines*

Initiatives for Objective 5.2

- Create an education and implementation program for a mobile workforce, including policy and practices.
- Develop capabilities of business leaders for overseeing a mobile workforce

Objective 5.3 Increase workforce knowledge and skills in the use of technology

Information technology offers much greater efficiencies in the workplace, but workers must have knowledge and skills to fully realize this benefit. Training is on ongoing need to ensure productivity.

Measuring Success

Measure 5.3.1 Percentage of employees that report training has enabled them to perform their duties more effectively

Measure Type: *Output*
Measure Frequency: *Annual*
Data Source & Calculation: *Existing Knowledge Center statistics, State agencies report through VITA*
Baseline: *Complete annual survey of agencies on data as of July 1, 2006 by October 1, 2006*
Target: *To be established after baseline is determined*

Initiatives for Objective 5.3

- Expand skill based training programs for the state workforce
- Pursue corporate partnerships, grants and federal funds to fund appropriate training programs

Appendix 1: The Strategic Plan for Information Technology and Alignment to Virginia's Long Term Objectives

Background: The Council on Virginia's Future and Virginia's Long Term Objectives

The Council on Virginia's Future was established on July 1, 2003, to measure Virginia's current performance, prioritize our future goals and establish metrics to help measure our progress toward meeting those goals.

The Council on Virginia's Future designs the *Roadmap for Virginia's Future*, a planning and accountability process capable of creating and sustaining a consistent focus - throughout all functions and locations of state government - on those things most vital to Virginia's Future.

Responsibilities of the Council

- Develop a vision and objectives for Virginia that will have relevance and significance well into the next decade.
- Engage in research and communicate with citizens and subject matter experts to gain a thorough understanding of issues affecting Virginia's future.
- Determine the Commonwealth's role in achieving the vision and objectives.
- Establish priorities and performance benchmarks.
- Measure progress in achieving the benchmarks to ensure accountability exists.
- Provide guidance to the executive branch on the implementation of the Roadmap for Virginia's Future.
- Assess the effectiveness of the implementation of the Roadmap for Virginia's Future.

Virginia's Long Term Objectives

1. Be recognized as the best-managed state in the nation.
2. Be a national leader in the preservation and enhancement of our economy.
3. Engage and inform citizens to ensure we serve their interests.
4. Elevate the levels of educational preparedness and attainment of our citizens.
5. Inspire and support Virginians toward healthy lives and strong and resilient families.
6. Protect, conserve and wisely develop our natural, historical and cultural resources.

7. Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

8. Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

The Goals of the Commonwealth of Virginia Strategic Plan for Information Technology and Alignment to Virginia's Long Term Objectives

The Commonwealth of Virginia Strategic Plan for Information Technology aligns to and supports Virginia's eight long term objectives. Throughout the course of the project that developed the plan, stakeholders considered and aligned to the long term objectives.

Each of the goals primarily supports one to two objectives, which are shown in bold text. The additional objectives are those to which the goal contributes support.

Goal 1: Increase accessibility to government

LTO 1: Contributes to being recognized as the best-managed state in the nation through providing 24/7 accessibility to government information and services, and increasing information availability and usability to support sound management.

LTO 2: Greater accessibility contributes to the preservation and enhancement of our economy through providing better decision support and greater efficiency. These qualities also help to build a climate that attracts business and investment in the Commonwealth.

LTO 3: This goal primarily supports long term objective 3, engage and inform citizens to ensure we serve their interests. Technological accessibility is one media through which to engage and inform citizens, through both platform and content. Greater accessibility provides better service and information and more options for citizens.

LTO 4: Accessibility includes information about the availability of education in the Commonwealth, as well as e-learning opportunities.

LTO 5: Contributes to healthy lives and strong resilient families through the accessibility of health and human resources and health care information.

LTO 6: Information on options in use of natural, historic and cultural resources allows better decision making and citizen input. For example, a public e-forum on proposed I-81 expansion garnered far more public input from a wider geographic area than would have been possible in a public meeting venue.

LTO 7: Increased accessibility provides accurate crime, emergency and public health data to support public safety.

LTO 8: Increased accessibility includes availability of traffic and road condition information, including "push" services on congestion and accidents, contributing to a safe and effective transportation system.

Goal 2: Facilitate IT collaboration and partnerships

LTO 2: Facilitation of IT collaboration and partnerships supports the preservation and enhancement of our economy through the use of innovative tools and the leverage of expertise in both public and private sectors; goal 2 is a primary supporter of long term objective 2.

LTO 3: Collaboration and partnerships create greater efficiencies and economic development opportunities, serving citizens' interests.

LTO 5: Collaboration contributes to more comprehensive and seamless health and human services.

LTO 6: Collaboration provides more comprehensive identification and monitoring of impacts on resources and assists in remediation.

LTO 8: Partnerships bring innovative technology to transportation issues.

Goal 3: Ensure a trusted and reliable technical environment

LTO 2: Information technology infrastructure is a critical part of economic development.

LTO 3: The breadth of deployment of information technology infrastructure improves access for citizens, and contributes to rural development.

LTO 5: A reliable technical environment protects health and safety records, ensures privacy, and provides critical health and human services information when needed.

LTO 6: Information systems contribute to the protection, conservation, collection and development of natural, historical and cultural resources. For example: GIS is used extensively in resource protection and development, information systems enable environmental monitoring and protection, and data management, records retention and archival capacity are needed for historic and cultural resource preservation.

LTO 7: 24/7 information availability and reliability are crucial to support public safety in all areas: emergency response, police and fire protection, floodplain management and food safety provide just a few examples.

Goal 4: Create a reputation of performance for technology

LTO 1: Information technology infrastructure is critical to management performance.

Goal 5: Increase workforce productivity through the use of technology

LTO 4: This goal provides for training and opportunities for personnel to advance.

LTO 5: Telecommuting options improve the quality of life.

LTO 8: The use of technology to enable a mobile workforce and effective use of telecommuting where appropriate can help reduce the strain on Virginia's transportation system.

Appendix 2: Statutory Authority

Code of Virginia Title 2.2 Administration of Government

§ 2.2-2007. Powers of the CIO.

A. In addition to such other duties as the Board may assign, the CIO shall:

1. Monitor trends and advances in information technology; develop a comprehensive, statewide, four-year strategic plan for information technology to include specific projects that implement the plan; and plan for the acquisition, management, and use of information technology by state agencies. The statewide plan shall be updated annually and submitted to the Board for approval. In developing and updating the plan, the CIO shall consider the advice and recommendations of the Council on Technology Services created pursuant to § 2.2-2651.

2. Direct the formulation and promulgation of policies, guidelines, standards, and specifications for the purchase, development, and maintenance of information technology for state agencies, including, but not limited to, those (i) required to support state and local government exchange, acquisition, storage, use, sharing, and distribution of geographic or base map data and related technologies, (ii) concerned with the development of electronic transactions including the use of electronic signatures as provided in § 59.1-496, and (iii) necessary to support a unified approach to information technology across the totality of state government, thereby assuring that the citizens and businesses of the Commonwealth receive the greatest possible security, value, and convenience from investments made in technology.

3. Direct the development of policies and procedures, in consultation with the Department of Planning and Budget, that are integrated into the Commonwealth's strategic planning and performance budgeting processes, and that state agencies and public institutions of higher education shall follow in developing information technology plans and technology-related budget requests. Such policies and procedures shall require consideration of the contribution of current and proposed technology expenditures to the support of agency and institution priority functional activities, as well as current and future operating expenses, and shall be utilized by all state agencies and public institutions of higher education in preparing budget requests.

5. Direct the development of policies and procedures for the effective management of information technology investments throughout their entire life cycles, including, but not limited to, project definition, procurement, development, implementation, operation, performance evaluation, and enhancement or retirement. Such policies and procedures shall include, at a minimum, the periodic review by the CIO of agency and public institution of higher education information technology projects estimated to cost $1 million or more or deemed to be mission-critical or of statewide application by the CIO.

§ 2.2-2010. Additional powers of VITA.

VITA shall have the following additional powers which, with the approval of the CIO, may be exercised by a division of VITA with respect to matters assigned to that division:

9. Evaluate the needs of agencies in the Commonwealth with regard to (i) a consistent, reliable, and secure information technology infrastructure, (ii) existing capabilities with regard to building and supporting that infrastructure, and (iii) recommended approaches to ensure the future development, maintenance, and financing of an information technology infrastructure befitting the needs of state agencies and the service level requirements of its citizens.

§ 2.2-2458. Powers and duties of the Board.

The Board shall have the power and duty to:

4. Approve strategies, standards, and priorities recommended by the Chief Information Officer for the use of information technology for state agencies in the executive branch of state government;

5. Approve the four-year plan for information technology projects;

§ 2.2-203.1. Secretary to establish telecommuting policy.

A. The Secretary (of Administration), *in cooperation with the Secretary of Technology and in consultation with the Council on Technology Services, shall establish a comprehensive statewide telecommuting and alternative work schedule policy under which eligible employees of state agencies, as determined by state agencies, may telecommute or participate in alternative work schedules, and the Secretary shall periodically update such policy as necessary.*

B. The telecommuting and alternative work schedule policy described in subsection A shall include, but not be limited to, model guidelines, rules and procedures for telecommuting and participation in alternative work schedules, and identification of the broad categories of positions determined to be ineligible to participate in telecommuting and the justification for such a determination. Such policy may also include an incentive program, to be established and administered by the Department of Human Resources Management, that may encourage state employees to telecommute or participate in alternative work schedules and that may encourage the state agencies' management personnel to promote telecommuting and alternative work schedules for eligible employees.

Appendix 3: 2002-2006 Commonwealth Strategic Plan for Technology Update

This progress report addresses the status of each of the four initiatives and their nine related projects from the 2002 Commonwealth of Virginia Strategic Plan for Technology, providing information on accomplishments since the publication of the 2002 Plan, details on efforts remaining to be accomplished, and where those efforts align in the current plan. (Further detail on specific projects can be found at: http://www.vita.virginia.gov/news/reports/2002/govtechplan.cfm)

Initiative 1 – Revolutionize service delivery to our customers

Improvements to Virginia's Internet Portal continue to expand opportunities to access important government services on an "anytime-anywhere" basis. Future efforts will focus on making Web sites even easier to access and use, and on adding specific additional services, in support of aggressive business goals set by the Council on Virginia's Future. Specific accomplishments to date and future plans are further described under the following projects at the website mentioned above.

Project 1: Implement a customer-facing Internet portal
Project 2: Increase quantity, quality, and adoption of online services

(These projects align under Goal 3 in the current plan)

Initiative 2 – Consolidate IT infrastructure and provide centralized services

The establishment of VITA and the IT Investment Board/Commonwealth CIO has provided the operations, governance and oversight structure to effectively consolidate the IT infrastructure for the Executive branch of state government. With the transition of that infrastructure for all in-scope agencies to VITA now complete, Transformation activities have begun. Near-term accomplishments and associated savings, along with aggressive plans for specific transforming initiatives (e.g., new data center/back-up facility, server consolidation, Enterprise Security Operations Center, etc.), are described under the following three projects at the website mentioned above.

Project 1: Consolidate technologies
Project 2: Develop a program for statewide IT security
Project 3: Overhaul state administrative systems

(These projects align under Goal 2 in the current plan)

Initiative 3 – Plan, budget, and track IT expenditures

The Information Technology Investment Board and Commonwealth CIO have moved expeditiously to establish the processes and guidance necessary to carry out their legislatively-mandated IT governance and oversight roles. The positive resulting impacts, as well as future refinements and anticipated benefits, are outlined under the following three projects, and described in detail at the website mentioned above.

Project 1: Develop a capital planning and funding process for IT
Project 2: Develop a comprehensive technology management policy
Project 3: Improve systems to track and leverage IT expenditures

(These projects align under Goal 5 in the current plan)

Initiative 4 – Manage IT procurement

IT Procurement reform in the Commonwealth is well underway, with improvements in expediting purchases, providing new procurement vehicles, and producing nearly $40 million in savings/cost avoidance as substantive evidence of results. Further details on accomplishments and plans for continuing improvements are outlined in the following project, and at the website mentioned above.

Project 1: Develop and implement a best practices model for IT procurement

(This project aligns under Goal 5 in the current plan)

Summary of 2002-2006 Accomplishments

Much has been accomplished since these four initiatives and their related projects were identified in the 2002 Strategic Plan. Since the publication of the 2002 plan, the Commonwealth has experienced:

- **Improved governance and oversight**—including the establishment of the IT Investment Board/Commonwealth CIO governance structure; establishment of a cohesive management process for defining and prioritizing IT investments; and improved major project management and oversight processes and training.
- **Successful transition of 90 agencies to VITA support**—providing continuity of service during a three-phase process that also resulted in an improved computing environment for many agencies and the creation of the VITA Customer Care Center for centralized help desk support and new service information.
- **Improvements in centralized procurement**—including new value-oriented approaches not strictly based on price, improved asset management through centralized eVA ordering, numerous process improvements to expedite purchases, and lowering of costs via leveraged buying power.
- **Cost savings and cost avoidances**—Implementation of 20 cost savings/cost avoidance initiatives with estimated savings of $73.3 million over a three-year (FYs 2004-06) period.
- **Enterprise promotion and collaboration**—As opportunities are identified, shared services initiatives are being developed in areas such as learning management, Statewide Alert Network, enterprise GIS, government to government systems interface, e-mail consolidation, and professional licensing.
- **Continuing value-add to citizens**—Commonwealth citizens continue to enjoy award-winning, anytime/anywhere access to 90 interactive Internet Services including more than 8,000 pages of information. The state's Internet portal and associated services are completely self-funded—a savings of more than $10 million annually compared to other states' spending.

Awards & Recognition

The Commonwealth's initiatives in IT transformation have attracted significant national and even international attention over the last four years. During that period, both statewide initiatives and innovative IT applications have been recognized on numerous occasions for outstanding achievement, including the following honors:

- **Five Virginians have been named among the "Top 25 Doers, Dreamers, and Drivers"** by *Government Technology* magazine, including CIO Lem Stewart in 2006.

- ***Governing* Magazine named Virginia as the Best Managed State**, with an A- for IT, 2005.

- **Virginia was awarded a fifth place national ranking in the 2005 Best of the Web contest** by the Center for Digital Government.

- **Virginia was awarded three National Association of State CIOs (NASCIO) Recognition Awards** in 2003 and 2004, including the IT reform effort.

- **Virginia was awarded a third place national ranking in the 2004 Digital States Survey** by the Center for Digital Government. The survey is viewed as the nation's most recognized and respected study of best practices, policies and progress made by state governments in their use of digital technologies to better serve citizens and streamline operations in all 50 states.

- **Virginia was awarded a third place national ranking in the 2004 Best of the Web contest** by the Center for Digital Government.

- **Four Virginia agencies won the 2003 Cost Effectiveness Through Government Awards** from the National Electronic Commerce Coordinating Council (NECCC).